



A cross-culturally competent Air Force

E-newsletter to inform, engage 3C stakeholders worldwide



Photograph by Master Sgt. Rich Cassidy

Staff of the U.S. Air Force Culture and Language Center, part of Air University's Spatz Center at Maxwell Air Force Base. The organization has grown to meet the needs of the Air Force since it was established in 2006.

MAXWELL AIR FORCE BASE, Ala. – The Air Force Culture and Language Center's mission of developing cross-culturally competent Airmen continues to grow in importance, said the official charged with overseeing the Service's training and education.

In a January 2012 memo, Daniel Sitterly, the Air Force's director of force development, said cross-cultural competence, or 3C, "enhances security cooperation and provides critical capabilities to ensure mission success... 3C Airmen are essential for the Air Force to provide truly effective global vigilance, reach and power in the 21st Century."

Mr. Sitterly's memo was sent to the top personnel officers at Air Force Major Commands across the world. The memo also contained Secretary of Defense Leon Panetta's August 2011 re-

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TRAINING AND EDUCATION

► The AFCLC produces Expeditionary Culture Field Guides for deploying Airmen. In addition to our previous guides on Iraq and Afghanistan, field guides on Ethiopia, Kenya, Sudan and Mali are now available. Other countries are in production and will be added soon. All are available via the AFCLC's common access card-enabled website.

► The course enrollment window dates for the Introduction to Culture and the Introduction to Cross-Cultural Communications have changed: ITC will enroll from Feb. 2 to Feb. 29, and CCC will enroll from April 5 to May 2.

► The AFCLC Culture Department began a new elective at Air Command and Staff College, "Cross-Cultural Communication and Conflict Management."

► The Negotiation Center of Excellence also recently started a new elective seminar on cross-cultural negotiations for ACSC.

POLICY UPDATES

Recent changes to strategic-level language, region and culture guidance include:

► *2012 Defense Strategic Guidance*. States the military will "have global presence, emphasizing Asia-Pacific and the Middle East, while still ensuring our... commitments to Europe and strengthening alliances and partnerships across all regions."

► *2011 USAF Global Partnership Strategy*. Language, region and culture force development is identified as an essential means to building the global partnerships required to achieve national security objectives.

Friends, Colleagues and Partners:

I'm thrilled to reach out to you through this new bulletin. As you know, the U.S. Air Force is engaged in an unprecedented process to make every Airman cross-culturally competent. We all have a significant stake in the outcome of this effort.

To realize this vision, our Service is developing Airmen's cross-cultural knowledge and skills through career-long education and training. We also are partnering to assure policy and doctrine provide a clear way ahead. The *Bulletin* is a means for us to inform and engage with you on these efforts.

Success will mean an Air Force much better prepared for the cross-cultural challenges of the 21st Century. But good intentions will get us only so far. Generating Service-wide cross-cultural competence is a long, hard slog, requiring us to provide clear solutions to concrete cross-cultural problems and rigorous assessment that

demonstrates the value of these programs.

Our senior leaders have repeatedly called for these new capabilities, and are anxious for proof that they make a difference. In an era of rapidly declining resources, they won't wait for long. We have much work to do, and time is short!

The Air Force is anchoring our efforts in good science, to stay on the cutting edge. Continued progress obliges us to communicate, share good ideas, focus on priorities, collaborate on research and leverage strengths of all our partners. So please, don't just read this *Bulletin*...partner with us, build with us! Let's approach these challenges together to ensure we deliver the Global Vigilance, Reach and Power

our Nation requires of its armed forces.

Respectfully yours,

Dan Henk

Director, USAF Culture & Language Center



Intro to Culture course enrollment begins Feb. 2

MAXWELL AFB, Ala. -- The Air Force Culture and Language Center, part of Air University's Spaatz Center, will begin accepting applications for the Spring "Introduction to Culture" course February 2. The course begins March 1 and continues through June 6.

ITC is an online, self-paced course designed to improve enlisted Airmen's cross-cultural competence. Through exploration of subjects such as elements of culture, family relationships, religion, belief systems, sports and other important cultural domains, the course teaches Airmen the skills needed to communicate, relate and negotiate in complex cultural environments.

This general education course fulfills three resident hours of either social science or program elective credit required for CCAF degrees.

Only enlisted Active Duty, Air Reservists or Air National Guardsmen who are eligible to pursue a degree in

"[ITC] related specifically to the military, and actual situations we might face in a deployed environment or overseas assignment."

Staff Sgt. Russell Delaney

Introduction to Culture course graduate

the Community College of the Air Force program may take the course.

Although the course provides CCAF credits, that's not the main benefit, according to one Air Force noncommissioned officer.

"I liked the in-depth analysis of each of the topics, and the way it related specifically to the military, and actual situations we might face in a deployed environment or overseas assignment..." said Staff Sgt. Russell Delaney, a recent ITC graduate from the 727th Expeditionary Air Control Squadron. "It helped me to better understand how this information could be applied to a real-life scenario I might face in the future, both personally and professionally."

ITC is one of two online college-

credit courses offered by the AFCLC. The other course is Introduction to Cross-Cultural Communication. CCC will be offered next, with registration beginning April 5. The CCC course runs May 3 through Aug. 8.

These courses, including all instructional materials, are provided at no cost, and delivered via AU's web-based Blackboard Learning Management System. Internet access is required.

For the latest information on courses and other resources, see the AFCLC's public website at www.culture.af.mil, and click on the "Culture Education/QEP" tab. Downloadable enrollment directions are also available on the site.

The views expressed in this report are of the authors and not of the U.S. Air Force, Department of Defense, or any other government agency.

More than fifty military and civilian guests visited the AFCLC in the last quarter to learn more about the organization's mission and opportunities for partnership. These included:

- Brig. Gen. Roger Watkins, commander of the Jeanne M. Holm Center for Officer Accessions and Citizen Development.
- Dr. Jessica Gallus and Dr. Jennifer Klafehn, members of the U.S. Army Research Institute.
- Mr. Simon Sinek, noted author and speaker.



Photograph by Jodi L. Jordan

AFCLC leaders brief Ambassador Eric John, Foreign Policy Advisor to the Air Force Chief of Staff. Ambassador John provides counsel to the Secretary of the Air Force, Air Force Chief of Staff, and other senior leaders on all matters of U.S. foreign policy and international politics relevant to the U.S. Air Force.



Photograph by Jennifer Steverson

AFCLC Language Department staff brief a group of Air Force linguists and analysts from the 480th Intelligence, Surveillance and Reconnaissance Group located at Fort Gordon, Ga. The visit was part of the Airmen's ongoing professional development.



Photograph by Jennifer Steverson

Mr. Jacques Fuqua, assistant provost of international affairs, Auburn University Montgomery, with AFCLC Director Dr. Dan Henk following a recent visit. Mr. Fuqua is a retired Army Foreign Affairs Officer. AFCLC and AUM are teaming to share international affairs expertise.

PUBLICATIONS & PRESENTATIONS

Faculty from the AFCLC were invited to share their expertise at a variety of civic and educational venues during the last quarter. Some presentations included:

- Mr. Jay Warwick, AFCLC deputy director and Language Department director, presented "A Language-Enabled Air Force" at the Air Education and Training Command Symposium in San Antonio, Texas.
- Dr. Brian Selmeski, AFCLC deputy director of outreach, plans and policies participated in the Woodrow Wilson Center's seminar, "Accounting

for Culture in the Military," in Washington, D.C.

- Dr. Kim Hudson, AFCLC Culture Department director, presented "Cross Cultural Competence and Peacekeeping Operations" at the International Association of Peacekeeping Training Centers Conference at the US Army War College, Carlisle, Penn.

Publication in scholarly journals and other media is a cornerstone of the excellence required from AFCLC faculty members. Some recent publications from the AFCLC faculty team include:

- Lauren Mackenzie & Megan Wallace. (2011). "The Communication of Respect as a Significant Dimension of Cross-Cultural Competence." *Cross-Cultural Communication*, 7 (3): 10-18.

- Rebecca Oxford & Lauren Mackenzie. (2012). "The Language of the Body: Dialects of Harmony and Discord." In Rebecca Oxford (ed.) Language of Peace in a Global Society: Linguistic, Literary and Nonverbal Contributions to Peace and Peace Education. Charlotte, NC: Information Age Publishing.



Photograph by Stephen Bazo

Dr. Rebecca Oxford, AFCLC Language Department, presents at a cross-cultural seminar at the University of Alabama.



Photograph by Jodi Jordan

Dr. Stef Eisen, Negotiation Center of Excellence director, presents at the Air Education and Training Command Symposium.

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marks on the importance of language, region and cultural capabilities. Earlier in 2011, Air Force Chief of Staff Gen. Norton Schwartz emphasized the importance of LRC to a joint audience, saying "...we, as an Air Force, will continue to put forth tremendous effort to revolutionize our capabilities in language and culture."

Focus on 3C from Department of Defense leadership, and continued demand for LRC education and training from Airmen, has led the AFCLC to engage in numerous outreach efforts over the last year. The AFCLC recently initiated a Twitter account to keep stakeholders informed of the latest Center news, and the Center's websites have

been reorganized to better serve customers. In addition, the AFCLC has developed this electronic newsletter, to be distributed quarterly via e-mail and posted on the AFCLC's public website at www.culture.af.mil. "The AFCLC Bulletin will provide the latest news and information from the organization, and highlight the many programs we offer," said Dr. Dan Henk, director of the AFCLC. "It's a great way for us to reach a very diverse group of stakeholders interested in language, region and culture."

The AFCLC Bulletin will be published in February, May, August and November. Please send feedback and suggestions to the AFCLC's Outreach Department at afclc.outreach@

AETC SYMPOSIUM



Photograph by Jodi Jordan

AFCLC staff members get a visit from AETC Command Chief Master Sgt. James Cody.



Photograph by Dr. Brian Selmeski

Two Airmen just back from Afghanistan show off their AFCLC Expeditionary Culture Field Guides.

ABOUT THE AFCLC

The Air Force Culture and Language Center was founded at Air University in April 2006. In activating the center, the Air Force embraced the Air Force Chief of Staff's intention to improve Airmen's cross-cultural competence.

In April 2007, the Air Force further demonstrated its commitment to culture learning by selecting cross-cultural competence as the centerpiece of Air University's re-accreditation efforts. In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force. In July 2011, the Air Force made AFCLC's Language Enabled Airman Program the primary service-wide solution to develop higher levels of language proficiency in the General Purpose Force.

The AFCLC's team of highly-qualified military and civilian experts provide the Air Force with a "one-stop shop" for language, region and cultural force development. The AFCLC is part of Air University's Spaatz Center at Maxwell Air Force Base, Ala.



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For Common Access Card users on the .gov or .mil domains, language, region and culture training is available at <https://www.mil.maxwell.af.mil/afclc>.

Communicate. Relate. Negotiate.